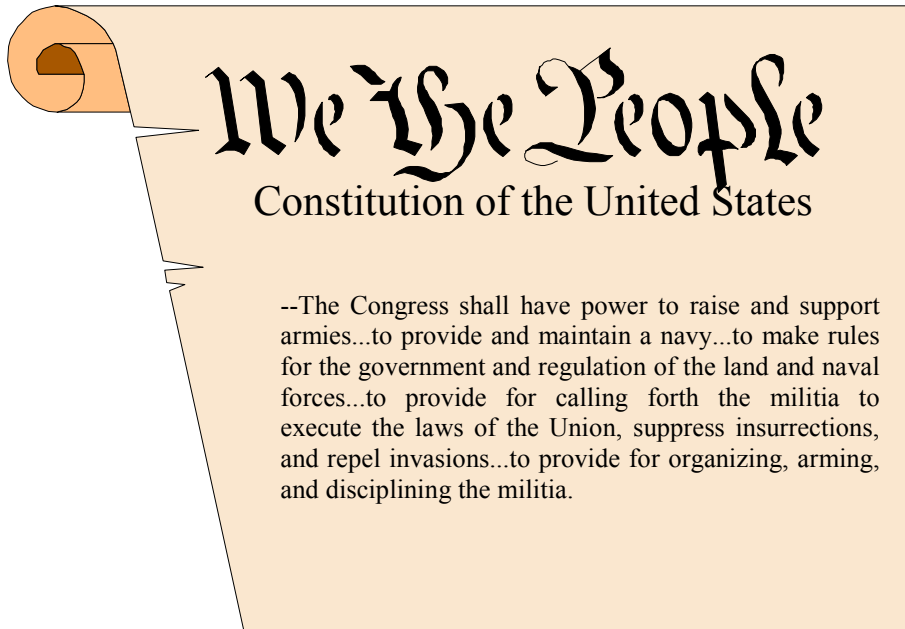




Hearing Inserts

Questions for
the Record

Department of the Army's policy is to make information promptly available to Members and Committees of Congress and their staffs. This policy is limited only by pertinent regulations and directives relating to security and protection of individual privacy and to official information that requires protection in the public interest (AR 1-20).



This handbook does not replace Army Regulation 1-20, "Legislative Liaison," or Department of the Army Standing Operating Procedures, "Congressional Actions Responsibilities." It is intended as a quick guide for preparing, formatting, and clearing questions posed during or following a congressional hearing. The AR and SOP shall take precedence if information in this handbook conflicts with them.

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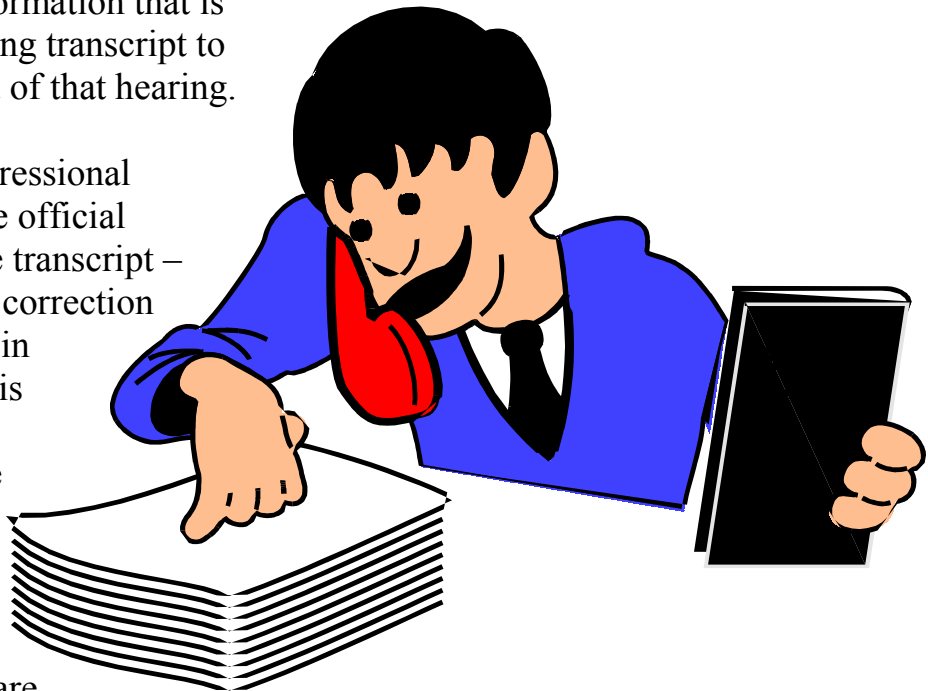
Appendix A: Steps for Processing Questions or Inserts for the Record	
Appendix B: Samples of Inserts for the Record	
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BACKGROUND

What is an insert?

An insert is any information that is inserted into a hearing transcript to complete the record of that hearing.

As a courtesy, congressional committees send the official hearing record – the transcript – to the witnesses for correction of any inaccuracies in their testimony. This transcript is usually accompanied by the committee's request for inserts for the record.



Most often, inserts are answers to questions that members asked witnesses during the hearing that require additional information. Inserts could also be supplemental questions the members submitted after the hearing.

Who sends them here?

Congress sends the request for inserts to OSD. OSD sends to the Army. TRADOC could receive a tasking or request for assistance from any of the following.



Tasking office	If or when
1. Office, Chief of Legislative Liaison (OCLL)	An authorization committee or any other committee except appropriations conducted the hearing.
2. Budget Liaison (SAFM-BUL)	The House or Senate appropriations committee conducted the hearing.
3. Congressional Activities Division (CAD) in the Chief of Staff of the Army's office	The witness was either the – <ul style="list-style-type: none"> - Secretary of the Army - Under Secretary of the Army - Chief of Staff of the Army - Vice Chief of Staff of the Army - Sergeant Major of the Army
4. * Your functional counterpart in the Army could come to you direct for assistance.	OCLL, SAFM-BUL, or CAD has tasked their office and they need TRADOC's help to respond.

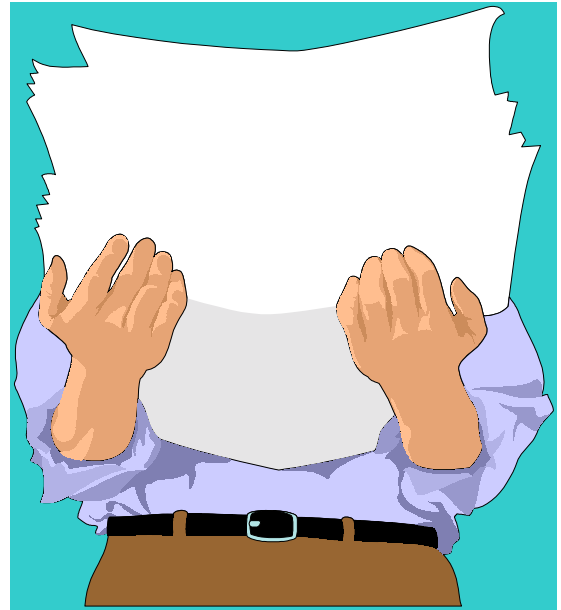
* When you receive inserts through this route, you are still responsible (as with all correspondence to congress) for coordinating your response within HQ TRADOC to include ACSOPS, Congressional Activities Directorate.

Why do we get them?

Not all questions asked during an actual hearing can be answered *on the spot*. Either the witness does not know the answer or the information sought is not readily available.

Also, members of the committee, whether or not they attended the actual hearing, may have additional questions for the witnesses to clear up points not resolved during the hearing.

Therefore the questions are answered, after the hearing, *for the record* version that is published.



What do you mean by “for the record”?



The term *for the record* refers to the official version of the congressional hearing that is recorded in historical documents maintained by the Library of Congress.

The conversations that take place during the actual hearing do not always constitute the complete, official record version of that hearing. The official version includes answers to all questions and sometimes revisions for clarity of verbal statements made during the hearing.

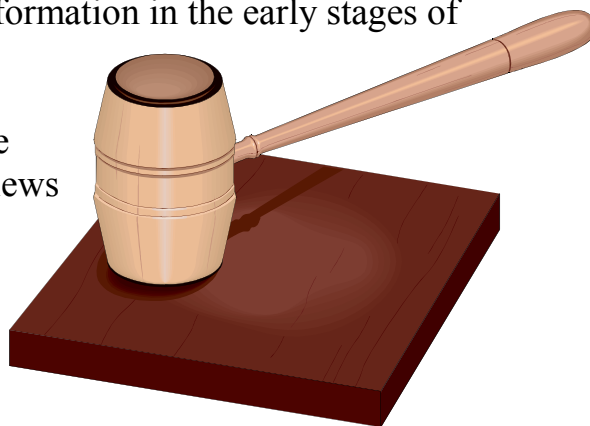
Why does the committee need these inserts?



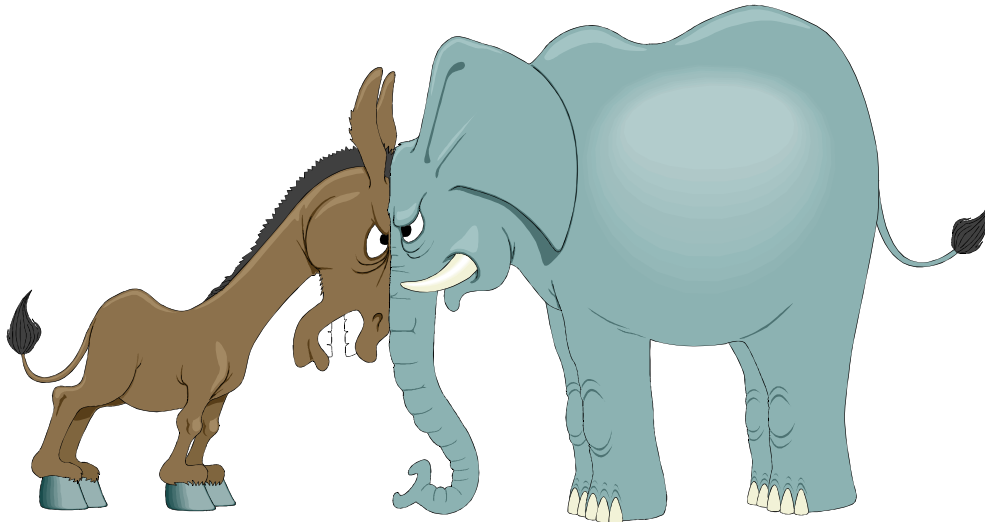
Proposed legislation is referred to a congressional committee or subcommittee for review, study, and hearings.

Congressional hearings are the principal formal method by which committees collect and analyze information in the early stages of legislation.

Transcripts of hearings provide the opportunity to put on record the views of the executive branch, experts, other public officials, supporters and opponents of the legislation, and Members of Congress themselves.



What does the committee do with them?



After hearings are completed, legislation is considered in a session that is popularly known as the "mark-up" session. Amendments may be offered to the bill, and the committee members vote to accept or reject these changes.

Members of the committee study the viewpoints presented in detail. Some of these viewpoints are derived from hearing transcripts, which include responses to questions asked during or following the hearing.

Also, before legislation is considered on the floor of the House or Senate, committees are required to make available to all members the transcripts of hearings related to that legislation.

Therefore, all 535 members of the House and Senate would have access to certain defense hearings (including your inserts) prior to voting on the annual defense authorization or appropriations bills.

The information you provide could possibly determine a member's vote on the legislation.

P R E P A R I N G

Y O U R

R E S P O N S E

How should I frame my response?



Respond as if –

- The witness (CG TRADOC, for instance) answered the question. Put yourself in his shoes.
- The question was answered during the hearing -- on that date.
- The words were spoken. (Read it out loud.)

Remember to –

- Work with your Army counterpart while writing your response.
- Speak English – plain and simple.
- Stay out of the “weeds.”
- Write your response to be understood by the general public – would your grandmother understand it?

Avoid

- Acronyms (spell out everything).
- Military jargon
- Long sentences and large paragraphs (break them up into smaller chunks).
- Referring to “policy” unless it’s documented as such.

What if the question makes no sense?

Some questions do not make sense. Some don't seem like a question at all.

Provide a generic answer – a good “sound bite” that sums up and supports the Army's official position on the topic.



What is the format?

Formats vary. The format depends on which committee held the hearing and whether the question was asked during the hearing or is being inserted after the hearing.



Congressional Activities Directorate, ACSOPS, will provide you an electronic word processing document that is preformatted for the appropriate committee.

How do I use the electronic format you send us?



Make a backup copy of the word processing file in case you destroy the formatting while entering your response. Save the backup copy where you can retrieve it if needed.

Develop your response in the word processing document.

You may coordinate your response electronically by E-mail.

Notice the file contains a coordination sheet. Use it to document the coordination. The office symbols listed on the coordination sheet are mandatory coordination points. We will discuss those later.

You may use one coordination sheet for several inserts if the subject matter is similar as long as the heading of the coordination sheet indicates which questions (1 through 5, for instance) are being agreed to. If the subject matter is not similar, use a separate coordination sheet for each question.

A generic sample of an answer is shown at Appendix C. However, the format used in this sample may not be the correct format for the committee to which you are responding.

What's the difference between format A and B?

Although you shouldn't have to worry about this, during the coordination process, you may hear mention of different formats for inserts. Therefore, we wanted to make you aware of the different formats.

The Congressional Activities Directorate will maintain on file eight preformatted documents (a format A and format B) prescribed by the Army's four main oversight committees.

We will strive to send you the correct format for the committee and type of response you are preparing.

Differences	Format A	Format B
When the question was asked	During a hearing	Following the hearing
Format of the Subheading	PAGE #35, LINE #14 <i>Location for insertion into transcript</i> SENATOR WARNER /SECRETARY RUMSFELD Name of member of congress who asked the question and name of witness responding.	QUESTION #5 <i>Sequence number of question</i> DEFERRING MODERNIZATION Subject of question (sometimes you have to make this up)

COORDINATION

What's that about coordination?

You will be preparing a TRADOC and/or Army response going to Congress for official publication. It will become a matter of public record.

Coordination with everyone involved in any portion of the issue or response is essential.

You are responsible for any and all coordination necessary by subject matter experts to make your response an official, agreed upon TRADOC and/or Army (and sometimes DOD) response.

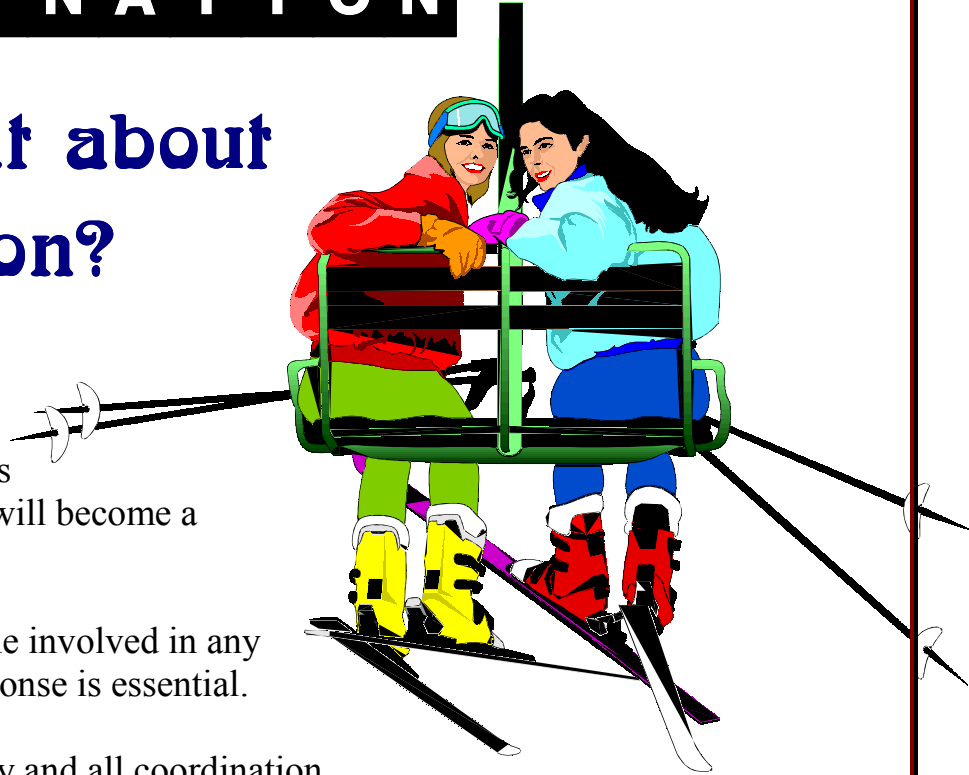
On the other hand, for all inserts going to Congress there are several required coordination points within the Pentagon. You are not responsible for those. We will ask the TRADOC Liaison Office to help with coordination from those offices.

However, the TRADOC liaison office is not responsible for coordinating with your Army counterparts in the Pentagon. Functional experts should talk to functional experts when resolving recommended corrections.

The mandatory coordination points are the office symbols listed on the top row of the coordination sheet as shown below.

SAFM-BU? *	SAFM-BUL	DACS-DP	SALL-P
Name/Signature	Name/Signature	Name/Signature	Name/Signature
Phone	Phone	Phone	Phone

* Question mark is replaced by appropriate office symbol depending on subject.



Who do I coordinate with?

Army Counterpart

Work with your Army counterpart while actually developing the answer.

Others in TRADOC

Coordinate with any and all TRADOC staff offices, installations, or agencies with a link to information contained in the question or your response.



Army subject experts

Coordinate with offices at Headquarters, Department of the Army and/or Office Secretary of the Army. For example: DAMO-TR; ASA (M&RA); ASAALT; DCSPER, DCSOPS, etc., etc.

This coordination helps protect your office from proposing that TRADOC say something out of synch with Army leadership.

You are NOT responsible for coordinating with the following:

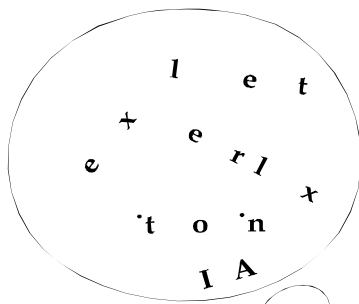
SAFM-BUL, SAFM-BU?, DACS-DP, and SALL-P.

These offices are mandatory coordination points for all inserts going to Congress, but do not replace coordination with Army subject experts. These mandatory coordination offices usually look at matters concerning the overall Army budget and Army programs, as well as consistency of responses across the Army.

How do I document the coordination?

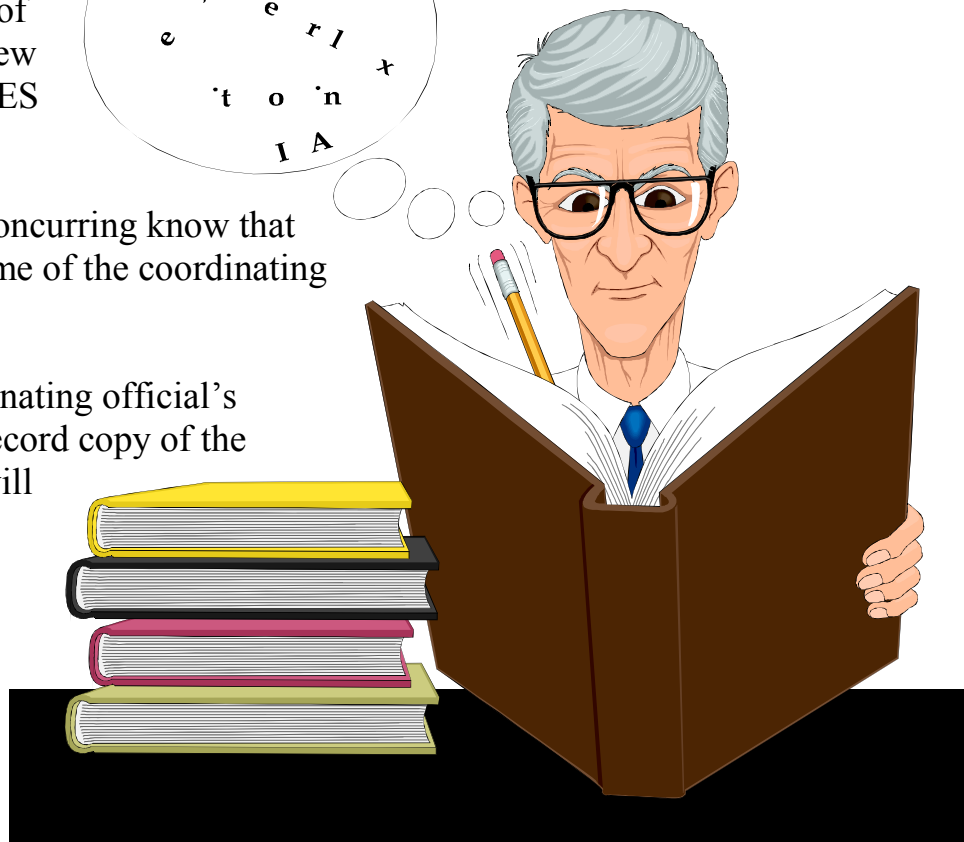
A coordination sheet is provided with the pre-formatted file that the Congressional Activities Directorate will send to you by E-mail.

You may get approvals by E-mail (with exception of the security review and the GO or SES approval).



Let the person concurring know that you need the name of the coordinating official.

Type that coordinating official's name onto the record copy of the document that will go forward.



What's the purpose of the security review?



The security review is required to verify the classification of your response.

The Security Manager can more easily make that determination if you provide the source of the information used. *Was your source classified or unclassified?*

Who does the security review?

The TRADOC Security Manager, Office, Deputy Chief of Staff for Intelligence (DCSINT), completes the review.

The security reviewer's signature must be an actual signature -- not typed or annotated.

There is a statement on the coordination sheet for the security manager to sign.



APPROVAL

Who approves the final coordinated response?

A general officer or SES in your organization must approve the response. This approval also must be an actual signature -- not typed or annotated.

If the response is for a TRADOC witness, that witness must also approve the final package.



WHAT'S NEXT

OK, now that I —

- ✓ Wrote the response
- ✓ Coordinated it with **EVERYONE**
(except the four mandatory coordination points)
- ✓ Got approval from the boss (GO or SES)
- ✓ Have the security manager's signature

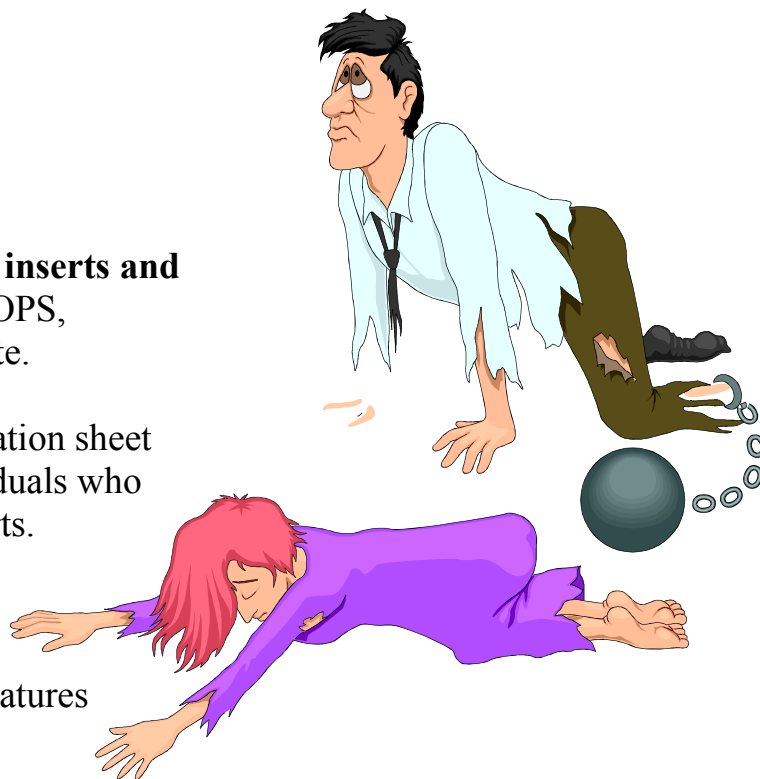
What's Next?

Forward an **electronic copy of the inserts and the coordination sheet(s)** to ACSOPS, Congressional Activities Directorate.

The electronic copy of the coordination sheet contains typed names of the individuals who coordinated and approved the inserts.

Also provide a **paper copy of the coordination sheet**. This paper copy contains the actual signatures of at least the —

- General officer or SES in your organization.
- Security Manager who completed the security review.



What about the mandatory coordination?

After you forward your response to the Congressional Activities Directorate, we will forward it electronically to the TRADOC Liaison Office and ask for their help with coordination from the mandatory coordination points within the Pentagon.

It takes at about two to three days for the liaison office to get this coordination.

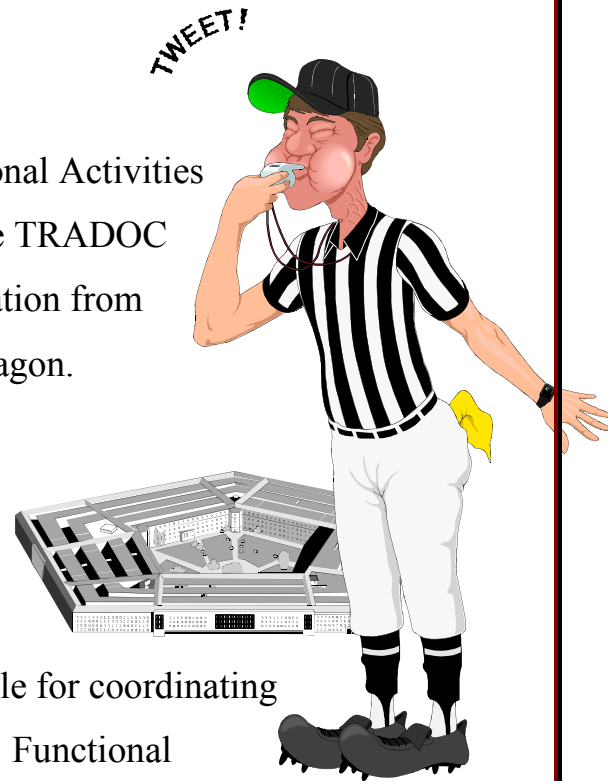
As stated earlier, the liaison office is not responsible for coordinating with your functional counterparts in the Pentagon. Functional experts should talk to functional experts.

The mandatory coordination points are the office symbols listed on the top row of the coordination sheet as shown below.

SAFM-BU? *	SAFM-BUL	DACS-DP	SALL-P
Name/Signature	Name/Signature	Name/Signature	Name/Signature
Phone	Phone	Phone	Phone
			Always last office to review.

* Question mark is replaced by appropriate office symbol depending on subject.

SAFM-BU?	Army Budget Office (BUI, BUO, or BUR)
SAFM-BUI	Investment
SAFM-BUO	Operations and Support
SAFM-BUR	Business Resources
SAFM-BUC	Management and Control
SAFM-BUL	Army Budget Office, Budget Liaison
DACS-DP	Program, Analysis, and Evaluation Directorate
SALL-P	Office, Chief of Legislative Liaison



D E T A I L E D

I N S T R U C T I O N S

For detailed instructions and samples, see Appendixes A, B, and C.

A p p e n d i x A

Steps for Processing Questions or Inserts for the Record

A p p e n d i x B

Samples of Inserts for the Record

(NOTE: The format used in this sample may not be the correct format for the committee to which you are responding.)

A p p e n d i x C

Detailed Instructions *(Extract from CARSOP)*



Appendix A

HANDBOOK **Hearing Inserts –** **Questions for the Record**

Steps for Processing Inserts and Questions for the Record

STEPS FOR PROCESSING QUESTIONS FOR THE RECORD

I M P O R T A N T	Who	Action	Location	Contact
	AO Very Important to work with Army counterpart early in process.	1. While preparing answers, work with relevant TRADOC staff and your Army counterpart – e.g., DCSOPS, DCSPER, ASA(M&RA) -- to learn their position. 2. Formally coordinate (E-mail is recommended) with TRADOC staff (including Congressional Activities Directorate) and Army staff.	HQ TRADOC and Pentagon or D.C. area	TRADOC staff, Army staff or secretariat
1	AO	Get security review. Show source of info to help verify classification.	Security Director, DCSINT, Bldg 133	Michael Schroer, 757-788-2315
2	AO	Get approval of your director and DCS (General Officer or SES must actually sign the coordination sheet).	Lead Staff Office	DCS or SES for whom you work
3	AO	IF relating to US Army Reserve or Army National Guard	DAAR-ZX - 3E390 NGB-ZA - 2E394	703-695-4733 703-695-6987
4	AO	IF response recommends or comments on legal matters coordinate with General Counsel and Judge Advocate General	SAGC - 2E722 DAJA-AD - 1E738	703-697-9235 (XO) 703-588-6752 (Admin Law Div)
5	AO	Provide final QFR and coordination sheet electronically (annotated with names who concurred) to ACSOPS, Congressional Activities Directorate. Also provide copy of actual signatures of the security review and GO or SES approval.	TRADOC, Building 133, Room 121	Georgene Huggett & Donna Cockrum 757-788-3682 or 3470
6	LO M C A O N O D R A D T I O N R A Y T I O N	Budget Liaison (BUL) within Army Budget Office and each appropriate office, depending on content:	SAFM-BUL - 3A652 One or all of following, depending on content.	703-697-7168
		<ul style="list-style-type: none"> Investment Operations and Support Business Resources Management and Control 	SAFM-BUI - 3C652 SAFM-BUO - 3B666 SAFM-BUR - 3B671 SAFM-BUC - 3A670	703-697-5050 703-697-1947 703-697-5706 703-697-3231
		Program, Analysis, and Evaluation Directorate CACO	DACS-DP Room 3C738	703-697-8631 or 2832
		Office, Chief of Legislative Liaison (Programs Division, Policy Branch)	SALL-P - 2D643	Person assigned to cover hearing DSN 227-6245
7	CAD with LO assist	Deliver both paper and electronic copies to OCLL, DACS-CAD, or SAFM-BUL	Pentagon	Person assigned to cover hearing
8	Army	Deliver to Committee	Capitol Hill	Committee Staff

AO = Action Officer

LO = TRADOC Liaison Office

CAD = Congressional Activities Directorate

Appendix B

HANDBOOK Hearing Inserts – Questions for the Record

Samples

SAMPLE FORMAT OF MULTI QUESTION and MULTI PAGE INSERT

Page 1 of 2

INSERT FOR THE RECORD
HOUSE ARMED SERVICES COMMITTEE
MILITARY READINESS SUBCOMMITTEE
MILITARY TRAINING AND CAPABILITIES SHORTFALLS
4 MARCH 1999

QUESTION #8

4TH INFANTRY DIVISION BACKFILLING 1ST CAVALARY,
FUTURE READINESS, AND
NEW DIVISION DESIGN/STRIKE FORCE RELATIONSHIP

Mr. Bateman. Can you tell us how the changing of the mission for the 4th Infantry Division (ID) at Fort Hood to backfill the 1st Cavalry (CAV) Division has changed your expectation for the fielding of the new division? Can you tell us a little about your “futures” development and its importance to readiness? How has the process to field the new division design changed with your new concept of creating a “Strike Force?”

General Abrams. Strike Force is a crisis response contingency force designed to shape the environment with capable and credible military forces -- to stabilize a crisis or create stability through deterrence to preclude a crisis from developing.

It represents an Army project to satisfy both specific near term and longer term force goals -- addressing the Army’s core competencies with objectives to increase force effectiveness and military utility.

One of the Strike Force’s most powerful features is the fact that it will be tailored to the mission and the operational environment. There are three major components which will be developed for its initial operational capability in the fourth quarter of FY00. The first is a world class rapidly deployable mobile command post that can operate as part of a joint task force or multinational force capable of effectively employing the full range of existing Army functional capabilities and operational forces of up to a 6,000 man task force. The second is the organization -- a robust force pool from the Total Force – active, Army Reserve, and Army National Guard. This pool will include functional capabilities and units from across the Total Force to include light and mechanized infantry, cavalry, armor, artillery – cannon and rocket -- aviation, air defense, engineers, civil affairs, logistics, to name a few. The units will be resident in existing division and separate brigade structures that represent our Army’s principal warfighting capabilities linked to the two MTW requirements. The operational method for force tailoring is to assemble the right force mix for the mission -- no more, no less. Additionally, ensure two principles are adhered to when force sizing – responsiveness for rapid deployment and capability upon arrival to

**SAMPLE FORMAT OF MULTI QUESTION and MULTI PAGE
INSERT**

Page 2 of 2

INSERT FOR THE RECORD
HOUSE ARMED SERVICES COMMITTEE
MILITARY READINESS SUBCOMMITTEE
MILITARY TRAINING AND CAPABILITIES SHORTFALLS
4 MARCH 1999

QUESTION #8

4TH INFANTRY DIVISION BACKFILLING 1ST CAVALARY,
FUTURE READINESS, AND
NEW DIVISION DESIGN/STRIKE FORCE RELATIONSHIP

immediately begin military operations. The third is the Army's project for developing leadership skills for the contemporary asymmetrical environments. Strike Force is an Army leader laboratory for advancing our core competency in leadership development.

In the near term, Strike Force brings to bear an operational capability to be used in asymmetric contemporary environments. It makes maximum use of command and control, leader and soldier development, and organizational design. Task Force Eagle in Bosnia and Task Force Hawk in Albania are examples of operational requirements where Strike Force could be employed for peace enforcement or limited objective combat operations in contemporary asymmetrical environments.

Strike Force also represents a longer term Army project to develop new organizational designs and combat systems for land warfare in the future. For the longer-term objectives, Strike is designed to create new organizations and new systems for Army land force requirements for the full spectrum of Army missions in the future.

SAMPLE FORMAT SINGLE QUESTION INSERT

INSERT FOR THE RECORD
HOUSE ARMED SERVICES COMMITTEE
MILITARY READINESS SUBCOMMITTEE
MILITARY TRAINING AND CAPABILITIES SHORTFALLS
4 MARCH 1999

QUESTION #2

IMPACT OF RECRUITING SHORTFALL ON TRAINING

Mr. Bateman. What impact has the recruiting shortfall had on your training? Should the recruiters be able to recruit all the new personnel required? What do you expect to be the impact at your training centers? Will they be able to accommodate all the additional trainees?

General Abrams. Recruiting shortfalls historically are a seasonal problem which U.S. Army Recruiting Command has been able to make up prior to the end of the year. Recruiting, accessing, and training includes management parameters that recognize recruiting seasonality. To accommodate the higher summer training requirements driven by recruiting shortfalls during the first part of the year, U.S. Army Training and Doctrine Command (TRADOC) has been able to expand training capacity. In FY99 and FY00, we are on schedule to meet the projected higher summer recruiting needs of the three components.

As we plan to expand training capacity to match seasonal recruiting needs in FY02 and FY03, we are faced with a trainee barracks limitation. Without additional trainee barracks, we will have to house trainees for several weeks while they wait for a class opening; our housing capacity would be short by approximately 5,200 beds.

The higher summer training requirements also stress the training cadre and training base infrastructure. We must constantly be vigilant and apply additional resources as required. I expect TRADOC to accommodate the expanded missions with additional support that has been promised by the Department.

FORMAT OF COORDINATION SHEET – SAMPLE 1

PREPARED BY: Mr. Patrick/(757) 727-2524

SECURITY REVIEW: TRADOC Deputy Chief of Staff for Intelligence has reviewed this document IAW applicable security regulations and has determined the information enclosed therein is unclassified.

Security Authority: ____/s/ Jack Svelan (signature on file)____ Date: 3 June 1999
ADCSINT

COORD:

SAFM-BUO	SAFM-BUL	DACS-DP	SALL-P
Gene Barnes	Barry Cantor	MAJ Kent Fasana	LTC Jim
Walker			
703-697-1926	703-697-7168	703-697-5502	703-695-4828

DACS-DM (CAD)	DAPE-MPT	ATBO-ENG
DeAnna Haggett	Dr. Maria Winston	COL Paul Dunn
703-697-3421	3 June 1999	3 June 1999

APPROVED BY: ____/s/ Robert Segar (signature on file)____
Mr. Robert Seger, SES, ADCST
Date: 9 Jun 99

FORMAT OF COORDINATION SHEET – SAMPLE 2

PREPARED BY: SGM Shabbott (757) 728-5619 and Mr. Patrick (757) 727-2524

SECURITY REVIEW: TRADOC Deputy Chief of Staff for Intelligence has reviewed this document IAW applicable security regulations and has determined the information enclosed therein is UNCLASSIFIED.

Security Authority: Mr. Jack Svelan Date: 3 June 1999
ADCSINT

COORDINATION:

SAFM-BUO	SAFM-BUL	DACS-DP	SALL-P
Gene Barnes	Barry Cantor	MAJ Kent Fasana	LTC Jim Walker
703-697-1926	703-697-7168	703-697-5502	703-695-4828

DACS-DM (CAD)	DAPE-MPT	ATBO-AG
DeAnna Haggett	Dr. Maria Winston	COL William Brown
703-697-3421	(Phone Nr)	(Phone Nr)

CSM Burnette	CSM Eastwood	CSM Drummond
Fort Benning, GA	Fort Leonard Wood, MO	Fort Sill
(Phone Nr)	(Phone Nr)	(Phone Nr)

CSM Fisher	CSM Brooks
Fort Jackson, SC	Fort Knox, KY
(Phone Nr)	(Phone Nr)

APPROVED BY: _____/s/ on file _____
Mr. Robert Seger, SES, ADCST
Date: 9 Jun 99

Appendix C

HANDBOOK
Hearing Inserts –
Questions for the Record

Detailed Instructions

APPENDIX III-M

Insert Preparation Instructions, Page 1 of 9

These instructions supplement Section III, Chapter 5, *Hearing Transcripts and Inserts*.

1. Use the Proper Format. *There are two types of inserts: Format A and Format B.*

Generally, Format A inserts are responses to questions asked during a hearing that were not fully answered, and Format B inserts respond to a supplemental questions submitted by committee members after the hearing. Your CACO should have provided you a copy (either hard copy or e-mail copy) of the proper format. If not, identify the proper format by using the chart below. All formats are available by e-mail by calling 697-3421 (DSN 227-3421).

	INSERT FORMAT	COORDINATION FORMAT
COMMITTEE	Appendix	Appendix
Authorization:		
SASC	III-N	III-R
HASC	III-O	III-R
Appropriations:		
SAC	III-P	III-R
HAC	III-Q	III-R

The correct identity of inserts is extremely important for quick and accurate processing of inserts by DA, OSD, and congressional committee staffers. The incoming tasker should provide the information required (if not, call the tasking official and obtain the correct information).

2. Follow Format. Refer to the appropriate Appendix and note the following:

a. PAGE SETUP:

(1) **Font and Paper.** Use the [Times New Roman font, size “12 point,”](#) regular type – **do not bold or underline text or use bullets**. Print on plain, letter-size bond paper.

(2) **Margins.** Use [1.5 inch left and right margins](#); and [1.0 inch top and bottom margins](#).

b. HEADING:

(1) **Committee.** Annotate the identity of the House or Senate committee, and subcommittee, if applicable, that held the hearing.

(2) **Subject of the Hearing.** Use the subject of the hearing shown on the tasker – do not substitute another subject.

(3) **Hearing Date.** Use the date the hearing was held by the committee or subcommittee — do not use any other date.

(4) **Member of Congress/Witness.** For Appropriations committee inserts only, identify the Member of Congress asking the question (because it does not appear in the body of the insert).

(5) **Number.**

(a) **Format A.** Use the appropriate transcript page number and line number point of insertion (see examples at APPENDICES J and K).

(b) **Format B.** Use the assigned insert identity number.

c. BODY OF INSERT.

(1) **Subject of the Insert.** *Center the subject of the insert over the text.* Topical (subject) headings are required for both Format A and Format B inserts. Use the heading provided by the Member of Congress asking the question. Or, if no heading has been provided, either the tasking official or the action officer must supply the topical heading. Topical headings should be brief, concise and descriptive of the subject being discussed such as, Friendly Fire; Force Mix; M-1 Tank Upgrade Program; etc. The heading should be followed by a double space before beginning a question and answer.

(2) **Paragraphs.** *Indent all paragraphs .5 inch* (equivalent to one preset Microsoft Word document tab). *Single space with no spaces between paragraphs*, including questions and answers. Double space only after a subsequent question and answer on the same page.

(3) **Forms of Address.** Use the following forms of address to open the question or answer, if the format requires it. Do not abbreviate Senator, Secretary, General, etc. ***The proper forms of address are:***

POSITION:	ADDRESSED AS:
Member of U.S. Senate	Senator (last name)
Member of House of Representatives	Mr., Mrs., or Ms. (last name)
Secretary of the Army	Secretary (last name)
Assistant Secretaries	Mr., Mrs., or Ms. (last name)
Chief of Staff or General Officers	General (last name) – <i>NOT Lt. Gen., Maj. Gen., Brig. Gen., or MG, LTG or BG.</i>

(4) **Format A Question.** A Format A insert (refer to any of the Format A examples in APPENDICES III-N through -Q) occurs whenever a Member asks a question during a hearing and the witness cannot fully respond to the question. The witness may say something like, "I will provide that for the record..." You are responsible for responding for the witness only. You do not repeat the question in the body of the insert because it already appears in the text of the transcript, and *your response will literally be inserted into the text of the transcript* following the witnesses comments (see APPENDICES III-J and -K for transcript examples).

(5) **Format B Question.** A Format B insert (refer to any of the Format B examples in APPENDICES III-N through -Q) occurs when a Member submits written questions for the record after a hearing. They most often come in the form of a list of questions attributed

Insert Preparation Instructions, Page 3 of 9

to a particular Member. You are responsible for repeating the entire question verbatim, including the Member's lead-in comments if any, in the text of the Format B insert and ensuring that the text is grammatically correct and that the first time an acronym is used, it is spelled out and followed by an acronym in parentheses.

(6) **Response to a Question.** Write the response to a question as if you were that witness verbally responding to the Member asking the question. Bullet answers are not appropriate and will be returned for a rewrite. The response must be in the context of the date of the hearing. The text must be understood by the general public – it must be clear, to the point, and easily understood by the layman. **Do not use jargon.** When in doubt about capitalization, punctuation, etc., refer to the *Government Printing Office Style Manual* (stock number 021-000-00120-1). *Keep in mind that one of the goals of the congressional committee is to publish the insert as part of the congressional hearing record so that it can be read and easily understood by the general public.*

(a) **Spell out all words used.** Do not use **Pentagon shorthand**, such as M for million; K for thousand; or bn for battalion; inf for infantry, etc. **Write figures out as spoken:** \$8 million, not \$8M; 600,000, not 600K, etc. **Spell out all acronyms and abbreviations the first time used**, such as fiscal year 1996 (FY96); Anti-Armor Weapons System-Medium (AAWS-M), etc. Only acronyms that are well known in the civilian community, such as NATO, may be used without spelling the acronym out first. **Use “United States” when it is used as a noun; use the abbreviation “U.S.” when it is used as an adjective modifying a noun**, i.e., the United States projects its power overseas; the U.S. Army provides that power projection capability.

(b) **Capitalization.** Do not use the military procedure of capitalizing the names of all weapons systems or training exercises in all caps in documents being sent to Congress. Only acronyms should be in all caps. The name of a weapons system, training exercise, or operation that is not an acronym should have only the first letter capitalized, i.e., Stinger and Javelin are the names of missile systems; Apache, Black Hawk, and Comanche are names of helicopters; Operation Desert Storm is the name of a military operation, etc.

(c) **Parentheses.** In inserts only, parentheses () may be used to enclose a parenthetical expression; an amplifying or explanatory word, phrase, or sentence inserted in a passage from which it is usually set off by punctuation; or a remark or passage that departs from the theme of a discourse. **Never use or type in brackets [], because they indicate classified information.**

d. **MORE THAN ONE WITNESS.** Do not combine responses of more than one witness in a single insert. If a Member asks two witnesses the same question, each witness must submit a separate response.

(1) **Answering Multiple Questions For An Army-Only Hearing.** More than one question from a single Member of Congress addressed to a single witness may be answered in one insert if the questions follow in sequence. Put a space between each question/answer; do not type all of the questions and then all of the answers. *However, there may be a few exceptions where one or two questions may best be combined in a single answer.*

(2) **Answering Multiple Questions For a Multi-Service Hearing.** When the hearing is a multi-witness hearing, such as Army, Navy, Air Force, and Marine Corps, no more than one question and one answer may appear on one insert. This enables the

APPENDIX III-M
Insert Preparation Instructions, Page 4 of 9

committee to readily combine the witnesses' responses under the same question for official publication of the hearing transcript.

e. **MORE THAN ONE PAGE.** If the insert is more than one page in length, use the identical heading and appropriate subject title, and identify the page number in the upper right hand corner with Page 1 of 2, Page 2 of 2, etc.

Page 1 of 2
INSERT FOR THE RECORD SENATE ARMED SERVICES COMMITTEE STATUS OF U.S. MILITARY READINESS 27 SEPTEMBER 2000
QUESTION #3
ENCROACHMENT
<p>Senator Warner. The Committee has become increasingly concerned over the past few years with the encroachment of civilian populations or environmental considerations on military training ranges, and the encroachment of commercial interests into those portions of radio frequency spectrum used by the military services. The issue of encroachment has arisen during a number of my visits to military installations, and officers with whom I have spoken have described the negative impact that this is having on their ability to train and prepare for combat.</p> <p>How serious is the issue of encroachment for each of your Services and what actions do you believe are necessary to ensure that the Armed Forces have access to required training ranges and frequency spectrum?</p> <p>General Shinseki. The Army faces significant challenges in the area of encroachment as it relates to training and ranges, all generally resulting from increased population growth on the borders of our installations. We recognize and understand that demographic and societal changes are having effects that are adversely impacting our traditional way of training.</p>

Page 2 of 2
INSERT FOR THE RECORD SENATE ARMED SERVICES COMMITTEE STATUS OF U.S. MILITARY READINESS 27 SEPTEMBER 2000
QUESTION #3
ENCROACHMENT
<p>of the force while reducing the weight of combat vehicles. Because operational mobility is a key element in determining the survivability of tactical elements, information predominately moves by way of wireless systems. These systems must have access to spectrum in order to operate.</p> <p>To ensure the Army has access to the frequency spectrum it requires, we work within the national level spectrum management organizations to develop efficient means of using the spectrum we currently access. We must look at new wireless technologies and new spectrum access methods to use each hertz of spectrum to produce the maximum capacity of information flow. At the national level, we must also pursue a radio frequency spectrum policy that assures access to spectrum for military and civilian users. The policy must ensure that reallocations of spectrum would only be implemented in accordance with a strategic plan and that a balance between commercial interest and federal requirements is maintained. We must also work within the national level</p>

f. **ENCLOSURES.** *There are no attachments to inserts. Do not refer to the “attached” or an “enclosure” or use similar words. Refer instead to the “chart below” or the “impact statement follows,” etc. When published by the committee, the document referred to will be inserted at the point where it is mentioned so that the text is continuous.*

g. **CHARTS, TABLES, SLIDES, ETC.** *All tables, charts, slides, etc., must be attached separately and printed in black and white within identical margins set for the inserts (see 2a(2)). Color charts, photos, etc. will not be accepted by the committee as they cannot be used by the GPO to publish the official record of the hearing.*

h. **PROPRIETARY OR OTHER SENSITIVE INFORMATION.** Do not discuss proprietary information or any information that may not be classified but should be for official use only, such as information that affects a contract competition. The final determination of releasability will be made by DFOISR when the primary Action Agency clears your insert for public release.

i. **CLASSIFIED INSERTS.** *Unclassified inserts are preferred;* higher than “SECRET” will not be accepted.

(1) Unclassified inserts are not annotated with “UNCLASSIFIED.”

(2) Classified inserts will be marked with the highest security classification, appropriate classification authority, and declassification instructions. Stamp or type security classification and declassification instructions “Classified by _____ / Declassify on _____” or other appropriate instructions on the bottom of the insert, away from the body of the insert. Lengthy declassification instructions may be placed vertically on the left hand side. If stamped, use black ink that is dark enough to reproduce clearly on all copies made of the original insert.

(3) **Do not type in brackets. Brackets are used for [classified material only] and will be written in – do not use brackets around any other material.**

(4) **Number 2 Pencil.** Using a soft black lead #2 pencil on a reproduced copy of the original insert, the originating action officer is responsible for placing his or her recommended security brackets around the specific classified material only and showing the security classification (C)/(S) over the classified portions. ***The original insert will be bracketed in red pencil or excised only after security verification has been received from DFOISR by the primary action agency CACO responsible for finalizing the transcript and inserts for return to the committee, and not before.***

j. **MINIMAL USE OF INTERIM RESPONSES.** All inserts must be accounted for when the transcript is returned to the committee; therefore, *every effort will be made to return all inserts with the transcript by the original suspense date.*

(1) **Format.** Prepare the interim response insert with the applicable format heading and title. Do not attribute the answer to any individual. State when the information will be provided. Type the "interim answer" four or five lines down from the end of the question so that it stands out and looks different from other inserts.

(2) ***Example Of An Interim Response Insert.***

HOLLOW FORCES

Question. Both the President and the Secretary of Defense have made strong statements that, regardless of what force structure is ultimately funded, the military services will not become "hollow forces." How do you define what constitutes a "hollow force?" What indicators or early warning signals would you use to protect against stumbling into a "hollow force?" What special measures, if any, do you feel are required to support adequate training and reasonable operating tempo to maintain readiness?

This information is not available at the present time.

It will be furnished by the end of May 1996.

(3) **Suspense.** The date given to the committee must allow sufficient time for the final insert to be written, coordinated, reviewed, approved, and cleared IAW established procedures.

3. Coordination Sheet Format. The standard insert coordination format is provided for at APPENDIX III-R. It is available electronically by calling (703) 697-3421 (DSN 227-3421). It applies to all formats of inserts and committees. The action officer has the choice of annotating the information contained on the coordination sheet on a separate page or immediately following the body of the insert.

Insert Preparation Instructions, Page 6 of 9

(1) **Heading/Title.** In annotating the coordination sheet information on a separate page, use the heading and subject title identical to insert to which the coordination applies.

(2) **AO.** Annotate your name as action officer, with your rank, office symbol, and telephone number.

(3) **Security Review Statement.** Annotate the security review statement (see Security Review in 4).

(4) **Coordinations.** Indicate coordinating agencies (see Coordination in 5).

(5) **Approval Authority.** Annotate the name, rank, office symbol of the General Officer or SES approval authority, and date approved (see Approval in 6 on page 129).

4. Security Review.

a. **Responsibility.** Security review/verification is the responsibility of the lead staff agency. The designated security review authority will review the document IAW applicable security regulations to ensure no classified information is contained and will properly annotate such on the cover page of the witness statement (see b., below). The use of the "Security Authority" title further emphasizes the security aspect of the review.

b. **Required Documentation.** The security review statement is documented on the insert coordination page. This review statement is for internal use only and will be not be distributed to the committee. The individual identified as the "Security Authority" is asked to date and both print and sign his or her name as illustrated below (for classification policy guidance, contact DAMI-CHS at 601-1959).

SECURITY: _____ has reviewed this paper IAW applicable security
APPROPRIATE OFFICE SYMBOL
 regulations and has determined the information enclosed therein is _____.
CLASSIFICATION

Security Authority: _____ Date: _____
PRINTED NAME AND SIGNATURE

5. Coordination. The Action Officer is responsible for fully coordinating the insert to ensure it represents the Army position before your insert can be submitted to the CACO.

a. **Required Coordination.** Refer to APPENDIX III-R. Completed coordination will be indicated by identifying the coordinating agency office symbol and the agency POC contacted (name, telephone number, and dated coordinated). Action officers are responsible for coordinating inserts with:

(1) **Appropriate Army Secretariat/Staff Agencies.**

(2) **Army Budget Office (ABO).**

(a) **Responsibility.** The Army Budget Office (ABO) of the Assistant Secretary of the Army (Financial Management and Comptroller) (SAFM) is responsible for ensuring the accuracy and consistency of current year and budget year data.

Insert Preparation Instructions, Page 7 of 9

(b) **Coordination.** All inserts will be coordinated with the SAFM-BUL, room 3A652, telephone number (703) 697-7168. All inserts should also be chopped by at least one functional ABO office, in addition to SAFM-BUL. Based upon subject matter of the statement, the AO who wrote the insert should choose the ABO functional directorate(s) having primary budget oversight of the paper. If the appropriate ABO action officer to provide the chop is known, go directly to him/her. See APPENDIX B in the General Appendices for additional information regarding the responsibilities of the ABO offices. If the directorate is known, but not the particular AO, the following contacts (sub-CACOs within SAFM) can provide direction and/or the required chop:

SAFM-BUI, 3C652 (*investment*), 697-5050; or
 SAFM-BUO, 3B666 (*operations and support*), 697-1926; or
 SAFM-BUR, 3B721 (*business resources*), 697-5706; or
 SAFM-BUC, 3A674 (*management and control*), 697-6241

(3) **Program, Analysis and Evaluation Directorate (DCSPRO-PAE) (3C738)**

(a) **Responsibility.** The Program Analysis and Evaluation Directorate (DCSPRO-PAE), is responsible for ensuring the accuracy and consistency of program data.

(b) **Coordination.** All inserts will be coordinated with the DCSPRO-PAE CACO, room 3C738, telephone number (703) 697-6925/4460.

(4) **SAGC and DAJA.** SAGC and DAJA must chop all inserts that contain a recommendation or a comment regarding a legal matter that is significant or controversial at the HQDA or national level or proposing statutory or executive order changes.

(5) **SAGC.** SAGC must chop all inserts from a principal in the Secretariat addressing matters that are significant or controversial at the HQDA or national level.

(6) **DACS-CAD (3C636, 697-3421).**

(a) **USAR and ARNG.** In addition to normal staffing, USAR and ARNG are responsible for coordinating inserts with DACS-CAD so that the SA and CSA are provided an opportunity to review and comment. Given the complexity of issues the Army is challenged by – force reductions and a myriad of other Total Force issues – it is essential that the Army speaks with one strong, unified voice to Congress.

(b) **Other Agencies.** Any agency responding to an insert for the senior leadership (SA, USA, CSA, VCSA, or SMA) may coordinate with DACS-CAD (Congressional Actions Analyst) to test the appropriateness of the response. DACS-CAD cannot comment on subject matter; they are not the subject matter experts. It is your responsibility to ensure the insert meets all other requirements, such as correct grammar, sentence structure, and format.

(7) **SALL-P (2C638).** All inserts will be coordinated with SALL-P. OCLL must have the final coordination.

b. **Differences.** Differences between staff agencies will be resolved during the coordination process.

6. Approval. See APPENDIX III-R for format. Inserts will be approved at the agency directorate level – at a minimum – by a General Officer or SES-level equivalent. Approval will be indicated by typing the approving authority's rank and name (not initials) under the approval line and obtaining the signature of the approving authority. Once the inserts have been approved, CACOs should provide a copy to their staff principal if they have not already seen them. [There are instances when the SA or CSA may personally contact a staff principal concerning an insert under their purview.](#)

7. Required Copies. You must provide your agency CACO the original insert and coordination sheet, one complete hardcopy, and an electronic copy. You should also retain a hardcopy for your records.

APPENDIX III-N
SASC Insert Format

FORMAT A

Diagram illustrating the layout of a hearing insert (Format A) with labels pointing to specific components:

- Heading
- Committee (and Subcommittee, if applicable)
- Title of Hearing
- Date of Hearing
- Member/Witness
- Page and line number
- Line
- Insertion Statement
- Subject
- Body of response (no spacing between paragraphs)

INSERT FOR THE RECORD
SENATE ARMED SERVICES COMMITTEE
AIRLAND SUBCOMMITTEE
ARMY TRANSFORMATION
8 MARCH 2000
SENATOR CLELAND/GENERAL SHINSEKI
PAGE #30, LINE #22
(The information follows:)
TRANSFORMATION ASSISTANCE
Congress has shown tremendous support to date, but additional funding is needed. The Army can internally fund the Transformation of one brigade a year. We could use the additional funding of a second brigade a year beginning in fiscal year (FY) 2002. This will allow us to achieve the new capability soonest (between 5 to 8 brigades). We would also like to see the Grizzly and Wolverine programs restored (\$200 million in FY 2001) and an additional \$300 million put into science and technology in FY 2001. Any additional funding would be used to fund readiness requirements from our unfunded list.

Page Format: 1.5" l-r margins; .5" indent; 12 point Times New Roman font; plain bond paper.

FORMAT B

Diagram illustrating the layout of a hearing insert (Format B) with labels pointing to specific components:

- Heading
- Committee (and Subcommittee, if applicable)
- Title of Hearing
- Date of Hearing
- Question Number
- Line
- Subject
- Member name followed by question
- Witness name followed by response (no spacing between paragraphs)

INSERT FOR THE RECORD
HOUSE ARMED SERVICES COMMITTEE
DEFENSE AUTHORIZATION FOR FISCAL YEAR 2001
10 FEBRUARY 2000
QUESTION #22
MEDCIARE SUBVENTION
Mr. Hefley. As you all know, I have been a long time supporter and advocate of Medicare Subvention. I think we have made great progress with the current subvention demonstration project and I hear nothing but great reviews from participants. As the committee knows, the Department of Defense (DOD) proposed significant health care changes and upgrades for both active and retired members, but by the time the final budget was printed and delivered, only two DOD health care proposals were left standing which totals about \$80 million...that's it! I understand that the budget request did include expanding TRICARE Senior Prime (Medicare Subvention) from 6 sites to 15 sites with the intent to expand nation wide, but again, this was dropped. Why is Medicare Subvention expansion so important to you all as Chiefs and when do each of you envision full and permanent Medicare Subvention?
General Shinseki. Medicare Subvention, known in DOD as the TRICARE Senior Prime Program, is an integral part of alleviating the access care problems of our Medicare-eligible population. TRICARE Senior Prime is a key component of keeping our health care commitment to our over-65 retirees and families who have sacrificed so much in the service of their country. Additionally, extending the TRICARE Senior Prime Program beyond its expiration date would provide important data on the feasibility of expanding this program to more facilities. However, to support extension, additional

Page Format: 1.5" l-r margins; .5" indent; 12 point Times New Roman font; plain bond paper.

APPENDIX III-O
HASC Insert Format

FORMAT A

<p>INSERT FOR THE RECORD HOUSE ARMED SERVICES COMMITTEE FISCAL YEAR 2001 MILITARY SERVICE BUDGET 22 MARCH 2000</p> <p>MR. TALENT/SECRETARY CALDERA</p> <p>PAGE #77, LINE #1809</p> <hr/> <p>(The information follows:)</p> <p>ARMY REORGANIZATION</p> <p>The Army is not currently reorganizing. While the Army organization remains substantially the same, the Army is transforming both the 3rd Brigade of the 25th Infantry Division (Light) and the 3rd Brigade of the 2nd Infantry Division, at Fort Lewis, Washington, into Initial Brigade Combat Teams.</p> <p>These Initial Brigade Combat Teams provide the Army an immediate capability to rapidly deploy and respond to the full spectrum of requirements. The Initial Brigade Combat Team operational concept includes combat capability on arrival in the area of operation; freedom to maneuver; operational mobility via C-130 aircraft; internettted combined arms; operational capability in complex and urban terrain; decreased sustainment footprint; and reach-back capability.</p> <p>The Army Transformation has three phases. The Initial phase began with the announcement of the Army Vision in October 1999. During this phase, the Army will field Initial Brigade Combat Teams. Initially equipped with off-the-shelf equipment that is more conducive to meeting the capabilities expressed in the Vision, the Initial Brigade</p>	<p>Heading</p> <p>Committee (and Subcommittee, if applicable)</p> <p>Title of Hearing</p> <p>Date of Hearing</p> <p>Member/Witness</p> <p>Page and line number</p> <p>Line</p> <p>Insertion Statement</p> <p>Subject</p> <p>Body of response (no spacing between paragraphs)</p>
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Page Format: 1.5" l-r margins; .5" indent; 12 point Times New Roman font; plain bond paper.

FORMAT B

<p>INSERT FOR THE RECORD SENATE ARMED SERVICES COMMITTEE STATUS OF U.S. MILITARY READINESS 27 SEPTEMBER 2000</p> <p>QUESTION #10</p> <hr/> <p>FORCE STRUCTURE LEVELS</p> <p>Senator Warner. In a speech in March this year, General Zinni stated, "We drew down the Army too far, almost ripping it apart in the process – ten divisions is just too low a force level..." As I look at the demands placed on operational forces and the tempo of current operations the question arises, do we need additional force structure?</p> <p>Would you please tell us if you believe you can recruit and retain sufficient numbers to man the additional force structure?</p> <p>General Shinseki. In fiscal year (FY) 2000 we recruited over 80,100 soldiers, exceeding our goal and requirement for new recruits. As evidenced by our success in FY 2000, I believe that we are on the right track to meet our recruiting challenges and to sustain our desired end strength levels. But, in saying that, the cost of recruiting and retaining that number was not low. In today's strong economy, the Army has to remain competitive a competitive employer. Our monetary incentives and recruiting initiatives are helping us meet our goals now. We need to fully resource our recruiting and retention programs to man the higher force structure levels. Recruiting and retention in the current environment remains challenging, yet achievable. I am confident that the Army can recruit to meet the requirements for additional end strength. We would, of course, ramp-up any increase in end strength over several years, probably out to 2010.</p>	<p>Heading</p> <p>Committee (and Subcommittee, if applicable)</p> <p>Title of Hearing</p> <p>Date of Hearing</p> <p>Question Number</p> <p>Line</p> <p>Subject</p> <p>Member name followed by question</p> <p>Witness name followed by response (no spacing between paragraphs)</p>
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Page Format: 1.5" l-r margins; .5" indent; 12 point Times New Roman font; plain bond paper.

APPENDIX III-P
SAC Insert Format

FORMAT A

Senate Appropriations Committee
Defense Subcommittee
Hearing Date 25 April 2000
Subject: Fiscal Year 2001 Army Budget Request
Congressman: Senator Cochran
Witness: General Shinseki
Insert: Page #39, Line #22

(The information follows:)

Digitized Corps Fielding

The digitization strategy is on track to equip the 4th Infantry Division – the first digitized division – by the end of 2000 and the III Corps – the first digitized corps – by the end of 2004. Both are adequately funded for procurement of required systems to achieve operational requirements on time. Digitization remains a critical enabler in the new Army Vision by significantly enhancing our warfighting capabilities of the Transformation forces. Digitization exploits advances in information technology to achieve full spectrum dominance and improve battlefield organizational effectiveness by allowing systems to operate synergistically. The Army will not slow efforts to digitize the force and remains committed to fielding digital capabilities to support our soldiers, our units, and our ability to communicate securely.

Committee

Subcommittee

Date of Hearing

Subject of Hearing

Member of Congress

Witness

Page and line number

Insertion Statement

Subject

Body of response (no spacing between paragraphs)

Page Format: 1.5" l-r margins; .5" indent; 12 point Times New Roman font; plain bond paper.

FORMAT B

Senate Appropriations Committee
Defense Subcommittee
Hearing Date 25 April 2000
Subject: Fiscal Year 2001 Army Budget Request
Congressman: Senator McConnell
Witness: General Shinseki
Insert: Question #25

Fiscal Year 2000 Recruiting and Retention Goals

Question. Has the Army met recruiting and retention goals to date in 2000? Are you satisfied with the results thus far?

Answer. As of the end of the recruiting ship month of April, the Army has a recruiting shortfall of 2,233. An additional 5,000 contracting opportunities are being made available in August and September to give us the opportunity to make up this shortfall. We remain cautiously optimistic that the recruiting initiatives we have put in place will help us to achieve our fiscal year 2000 accession requirements by year's end. The Army has exceeded its fiscal year 2000 retention mission through the second quarter of this year in all three categories: initial term, mid-career, and career. We fully expect this success to continue throughout the remainder of the year and could not be more pleased with the great work that is being done by commanders and their career counselors.

Committee

Subcommittee

Date of Hearing

Subject of Hearing

Member of Congress

Witness

Question Number

Subject

Question

Answer and body of response (no spacing between paragraphs)

Page Format: 1.5" l-r margins; .5" indent; 12 point Times New Roman font; plain bond paper.

FORMAT A

Diagram illustrating the layout of a HAC Insert in Format A. The insert is enclosed in a rectangular box. Callouts on the right side point to specific elements within the box:

- Committee
- Subcommittee
- Date of Hearing
- Subject of Hearing
- Member
- Witness
- Page and line number
- Subject
- Body of response (no spacing between paragraphs)

Text within the box:

House Appropriations Committee
Defense Subcommittee
Hearing Date: 23 March 2000
Subject: Fiscal Year 2001 Army Budget Overview
Congressman: Mr. Cunningham
Witness: Secretary Caldera
Insert: Page #41, Line 955

R-2000 Engine Flush System

Congress appropriated \$3 million to the Army in the fiscal year 1999 President's Budget for the National Guard to procure the R-2000 Engine Flush System. The Army National Guard has no requirement for the R-2000 Engine Flush System. The National Guard requested reprogramming \$1 million for the replacement of critically needed communications equipment. The Army provided \$2 million to the National Guard to procure the R-2000 Engine Flush System in September 1999 and initiated an action to reprogram \$1 million to the Other Procurement, Army appropriation for communications and electronic equipment. This action was stopped upon discovering that the National Guard has not obligated the \$2 million provided for the procurement of the R-2000 Engine Flush System. The National Guard notified the Army that the item should be procured with Other Maintenance, National Guard funding. The system cost did not meet the \$100,000 criteria to procure the engine with Other Procurement, Army funds. The Army currently has \$1 million on withhold and is awaiting the National Guard's decision for executing the entire \$3 million.

Page Format: 1.5" l-r margins; .5" indent; 12 point Times New Roman font; plain bond paper.

FORMAT B

Diagram illustrating the layout of a HAC Insert in Format B. The insert is enclosed in a rectangular box. Callouts on the right side point to specific elements within the box:

- Committee
- Subcommittee
- Date of Hearing
- Subject of Hearing
- Member of Congress
- Witness
- Question number
- Subject
- Question
- Answer and body of response (no spacing between paragraphs)

Text within the box:

House Appropriations Committee
Defense Subcommittee
Hearing Date: 23 March 2000
Subject: Fiscal Year 2001 Army Budget Overview
Congressman: Mr. Lewis
Witness: General Shinseki
Question #: 61

Power Projection

Question. Power projection plays a central role in our National Military Strategy. However, Service and Department wargames consistently highlight the vulnerability of U.S. forces deploying into or through forward ports, bases and airfields. How does the Army's modernization plan address this vulnerability?

Answer. Since 1990, the Army has maintained its ability to win major theater wars while taking bold and dramatic steps to increase its capability to project power where needed as quickly and efficiently as possible. We have redesigned our heavy divisions reducing the transport requirements for a maneuver brigade by around 25 percent. We have fielded seven maneuver brigade sets of equipment configured at prepositioned sites and continue to field an eighth. These Army prepositioned sets allow us to deploy heavy forces to selected regions in hours and days rather than weeks or months. We have focused modernization efforts to enhance the capabilities of our highly deployable light forces and increase their lethality and survivability. These actions have significantly increased our power projection capability, but are limited in both scope and results.

Page Format: 1.5" l-r margins; .5" indent; 12 point Times New Roman font; plain bond paper.

APPENDIX III-R

Insert Coordination Format

<p>INSERT FOR THE RECORD HOUSE ARMED SERVICES COMMITTEE TITLE OF HEARING DATE OF HEARING (DAY, MONTH, YEAR)</p> <p>MEMBER / WITNESS</p> <p>QUESTION #</p> <hr/> <p>SUBJECT</p>	}	<p>Use the same heading format as the accompanying insert.</p>
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PREPARED BY: AO/Phone/XXX-XXXX

SECURITY: _____ has reviewed this paper IAW applicable security
APPROPRIATE OFFICE SYMBOL
regulations and has determined the information enclosed therein is _____.
CLASSIFICATION

Security Authority: _____ Date: _____
PRINTED NAME AND SIGNATURE

COORD:

SAFM-BU? Name/Signature Phone	SAFM-BUL Name/Signature Phone	DACS-DP Name/Signature Phone	SALL-P (final coord.) Name/Signature Phone	}	Required coordinations
XXXX-XX Name/Signature Phone	XXXX-XX Name/Signature Phone	XXXX-XX Name/Signature Phone	XXXX-XX Name/Signature Phone		

XXXX-XX Name/Signature Phone	XXXX-XX Name/Signature Phone	XXXX-XX Name/Signature Phone	XXXX-XX Name/Signature Phone	}	Additional coordination(s) as appropriate

APPROVED BY: GO / SES Approval Required
Typed Name
Date: _____

Page Format: 1.5" l-r margins; .5" indent; 12 point Times New Roman font; plain bond paper.